

# Gender Pay Gap report 2018

## KETTLE FOODS LTD.



When KETTLE® Chips were first launched back in 1982 the ethos was fundamentally about quality potatoes sourced in the least harmful way to the environment.

Today nothing has changed. At Kettle Foods we believe in doing things in the right way for the right reasons. Our mission is to produce the very best possible snacks whilst being mindful of our environment, our people and our local community.

We're proud to have a diverse team in terms of gender, ethnicity and perspective and we believe this gives Kettle Foods a wonderfully rich experience and is the key to our success.

That, and, of course, the fact that our products are made with our commitment to making snacking better.

Our flagship brand KETTLE® Chips are made from largely locally sourced potatoes in beautiful Norfolk, using the best sunflower oil to cook them. Then they're tumbled with authentic seasonings, including only real food ingredients.

It's not just crisps we're making better; Metcalfe's skinny popcorn has removed over 14 tonnes of sugar from the nation's diet by formulating its delicious stevia blend.

*We invest in our people and remain committed to providing stable employment and opportunities for all of our employees.*

We have always followed a principle of remunerating our people fairly and equitably regardless of gender.

We include our colleagues in discussions regarding remuneration through our Employee Forum and seek to agree any changes with them through dialogue and mutual respect.

### OUR PAY GAP

Our team is made up of 70% males. 38% of our senior managers are female.

*The mean pay gap is 0.3% compared to the UK average of 18%.*

*This demonstrates our commitment to employing a diverse workforce based on merit and capability irrespective of gender.*

We are also incredibly proud that our Executive Team is made up of 3 men and 3 women, giving us a rich blend of healthy debate and diverse views.

In addition we have a thriving trainee programme employing young people in finance, supply chain, IT, potato services and sales.

Approximately a third of each of our grades are female with the exception of Technical, Operations, IT and Engineering areas. Marketing, Legal and HR, meanwhile, are largely female.

All our operatives are paid the same basic salary. Additional allowances are paid to reflect skills and shifts worked.

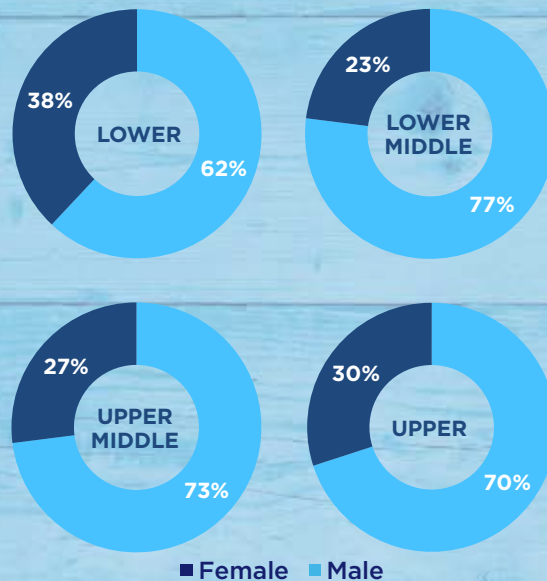
## Gender Pay Gap

Mean Pay gap	Median Pay gap
0.3%	1.56%
Mean Bonus Pay Gap	Median Bonus Pay Gap
24.3%	40.4%

## Proportion of men & women who receive bonuses

Men	Women
23%	41%

## Quartile bands



The distribution of men and women in quartiles is reflective of the nature of the work where men are disproportionately represented at all levels of the organisation. During the past 12 months there has been a slight increase in the numbers of females in the upper quartile.

*There has been an improvement in the mean and median pay gaps. The mean pay gap has moved from 7.8% to 0.3% and the median pay gap from 5.2% to 1.56%. This is evidence of our commitment to inclusive employment practices.*

Bonus figures are skewed in this report due to the change in company ownership during the year. This resulted in early payments of long-term incentives and a delay in the timings for payment of normal bonuses. As a consequence more women received bonus because the operative scheme payment was delayed and this is a largely male population.

*The management team recognises that continuing to attract a diverse workforce is critical for our future success.*

We continue to encourage all employees to gain additional skills to progress within the organisation.

To aid this, professional and vocational training are offered as part of the broader employment proposition.

*Kettle Foods has a long serving work force with vacancies highly sought after in the markets local to our facilities.*

People are attracted to the fact that the overall remuneration package is attractive compared to other manufacturing companies in the locale.

**Brenda Handley-Howorth**  
HR Director, Kettle Foods